

**SRDC Research Project  
Final / Interim Report – February 2008**

**Title of the Project:** WATW?  
**Project Reference Number:** CGH 001

**Name(s) of the Research Organisation(s):**

Principal Investigator  
Sherry Kaurila  
Riverside Harvesters  
49 Sheahan's Road, Long Pocket Qld 4850  
Ph 07 4777 4144  
e: sherrykaurila@bigpond.com

Funded by the:  
Sugar Research and Development Corporation in partnership with CANEGROWERS  
Herbert



The Research Organisation is not a partner, joint venturer, employee or agent of SRDC and has no authority to legally bind SRDC, in any publication of substantive details or results of this Project.

**Copyright © 2008 by Sherry Kaurila**

*All rights reserved.* No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior permission of the Author

**Warning:** The tests, inspections, and recommendations should not be relied on without further, independent inquiries. They may not be accurate, complete, or applicable for your particular needs for many reason, including (for example) Researchers being unaware of other matters such the analysis of unrepresentative samples, or the influence of environmental or managerial factors.

**Disclaimer:** Except as required by law and only to the extent so required, none of the Researchers, or Directors of Canegrowers Herbert, its officers or its agents makes any representation or warranty, express or implied, as to, or shall in any way be liable (including liability in negligence) directly or indirectly for any loss, damages, costs, expenses or reliance arising out of or in connection with, the accuracy, completeness or balance of (or otherwise), or any errors in or omissions from, any test results, recommendation statements or other information provided to you.



## SRDC Research Project Final Report

### Executive Summary

**Issue.** The primary issue that the WATW? Project addressed was lack of representation of women across all sugar industry sectors, noticeable to all observers, including Government Census 2004. This lack of women's perspective, and particular skills, often in research, negotiation and networking, has been a factor in some of the thorniest issues which beset the industry: Inward looking, overly politicised, and protectionist. So, the particular perspective and thinking that women may bring to a meeting, a project, and decision making in general, has been lacking, and the industry suffers accordingly.

The lack of numbers of women throughout the value chain doesn't encourage lone women to 'break in', and events in the past have ensured that if they do, then they will need to be of a sturdy and determined type. Women tend to lack confidence, even though often qualified beyond requirements. (*Pini, B. 2003*).

The WATW? Project addressed the issue by encouraging and supporting women, in very small, medium, and large groups, to learn to network, and to gain confidence and profile in their roles.

**Methodology.** For the purposes of the WATW Project, the importance of networking and personal relationships is acknowledged, valued and promoted. Also required is a rigorous monitoring system to avoid any drift towards nepotism. Significant effort has gone into designing robust systems for the project that avoids reverting to the traditional hierarchical structure people are often familiar with. This is a critical element of how the project has been put together.

The Project Manager reports to and is guided by a Community Reference Group. This is a panel of industry and community volunteers invited to oversight and mentor Sherry Kaurila during project implementation. Ultimately, however decision making on allocation of time and funds to specific activities rests with Project Manager.

Other elements of the project include:

- The modelling and support with design of the systems conducted by James Cook University School of Education. This provides another layer of mentoring, networking and oversight to ensure the project is a rigorous, replicable new model for implementing effective support on the ground and not simply the absence of a hierarchy.
- Drawing on learnings and recommendations from past SRDC projects. These included  
*Webster, K. 2003. Project BSS235. "A Pilot Study to Develop Education with a Focus on Sugar for Women in the Herbert River District"*

- Input from local industry stakeholders to identify industry and customer requirements of the project and to assist with developing programs that will benefit local employers.
- The early identification of collaborators to the project to provide fast tracked capacity to the project.
- Building on existing systems of business, networking and research available to the sugar industry to promote opportunities offered through the project, for example Australian Agricultural College Corporation (Burdekin Campus), via Campus Manager, Robyn O’Sullivan, and James Cook University Business Program (AICD) and Dr J Balatti, Mentoring Coach

**Outcomes.** This Project seeks to:

1. Build the capacity of 100 women across the sugar cane industry value chain in terms of human and social capital, with particular reference to the Herbert and Burdekin regions of north Queensland

Outputs to be measured:

- Capacity of women built in terms of human and social capital. Target: >100 women.
- Which part of the sugar cane industry value chain were women from? Target: Across all areas
- Region that women represent. Target: Herbert and Burdekin regions of North Queensland

2. Increase the profile of women past, present and future, working across all sectors of the sugar industry in those regions

Outputs to be measured:

- Increase in the profile of women past, present and future
- Which part of the sugar cane industry value chain were women from? Target: Across all areas
- Region that women represent. Target: Herbert and Burdekin regions of North Queensland

**Impacts.** The impact of the project findings on the sugar industry and on sugar towns and communities has been that women and men are more aware of the role which women play in the industry. The wider community, including nearby urban centre of Townsville, has heard of women’s role in the sugar industry. The effect of the project has been a benign one, and good for the image of the sugar industry.

This is not to say that awareness has come where there was none previously, but that awareness has been increased. Because of the Project- sponsored events, courses, travel and learning, sugar industry women have networked, made new contacts, learned new skills, applied for and gained jobs, and a small number have gained positions of influence. There has been an uptake of technology and e-mail networks, women's sugar groups have taken up a strategic plan, and hundreds of women have attended three innovation Showcase days. Women themselves have willingly participated, consented to Case Study Interviews, as well as profiles and interviews, on stage – in public – about their lives, and achievements.

From the beginnings of the WATW? Project - when observers were a little wary of the project and its title - to the present, there has been a noticeable relaxation, and very little of the opposition from sugar industry people which could have been expected.

The economic impact of the presence of women on staff, on boards, and throughout any organisation is being documented increasingly as a benefit to productivity, sustainability, and profitability. Diversity on Boards, and diversity of perspectives and opinions, as well as differing approaches, has been shown to be a good thing for organisations. The WATW? Project has resulted in increased awareness, increased skills acquisition, and an increase in uptake of roles across different sectors and in the case of boards of directors, advisory boards, and governance, where no presence had existed before.

### **1. Background:**

“WATW?” is the name of a two year project, funded by SRDC to build the capacity and raise the profile of women in the Herbert and Burdekin sugar industries. The goal is to support women into skills building, paid work and/or positions of influence, in any sugar industry sector, by improvement in their skills and confidence. Support includes mentoring and networking as well as some targeted funding allocations for training, travel, and gaining skills.

The project is designed to be ‘women-friendly’ in that it has both created a new way of running the project as well as finding and linking new and existing learning pathways and employment and leadership opportunities for women. Historically, in the sugar industry these opportunities may have been closed or restricted by rigid hierarchies, patriarchal systems and mindset based on hard physical work, politicization and an operational, rather than strategic focus. These practices created uncomfortable environments for many, especially women and younger men, and so people failed to effectively engage with industry leadership, and for some, prevented them undertaking leadership roles themselves.

The project includes a funded part time Project Manager's position, held by Sherry Kaurila, who has authority to allocate funds to support individuals and groups of women. Sherry will be supported by a second funded position, a part time project Officer based in the Burdekin: TBA

**WHY?** The concept of *WATW?* grew out of one Sherry's experiences. The experience of being one of very few women, over many years, at sugar industry forums, trade shows, and meetings. She was often asked the question by visiting dignitaries and representatives of various agricultural industries the question 'Where are the sugarcane industry women?'

Women in many agricultural industries are under – represented in producer, managerial, research, extension, sales and strategic leadership roles. In the sugarcane industry, there is the lowest representation of all. (Census 2004)

**HOW?** To gauge interest in and to kick start the project Sherry formed a small informal team, named Sugar Shakers© to host an event: *Women as Winners – Big Day Out* in Ayr, November 2005. Big Day Out celebrated 100 years of the right for most women to vote in Queensland and 40 years for Indigenous women and men's suffrage. 200 people came, and the outstanding success of the day motivated Sherry to continue the 'women-friendly' path which resulted in putting together the SRDC funding application that became *WATW?* Project

Again, in Ingham in late November 2006, *Where Are The Women?* Staged another event, entitled '*..here come the women*' *Showcase*, to highlight the achievements of women in sugar, especially in North Queensland. 180-plus people attended an inspirational day out which included vignette presentations of six women achievers in sugar, trade displays, hospitality and entertainment, and services for women in agribusiness. Highlight of the day was undoubtedly the hour-long interview by Tracey Curro, television journalist, of three of the best:

- Caroline Coppo, Sugar Executive Officer of Ingham
- Desley Vella, Grower and Community Banker of Babinda
- Sonya Maley, Queensland Rural Woman of the Year, 2007, RESIS Australia, Mossman.

'*Really opened my eyes*' and '*Inspirational!*' were common feedback themes

The project uses an innovative approach. The focus is on three key areas:

- ***Building awareness and confidence*** of individuals particularly women in the regions – this includes producers, harvesting interests, sugar industry staff, support people, and younger women
- ***Building networks*** which include women along the value chain, and across all sectors: environment, community, suppliers, growers, harvesters, transport and milling interests
- ***Herbert and Burdekin regions as a focus area***

These two regions, historically, have not generated many common projects, perhaps because the differences between the regions have been paramount rather than the similarities. WATW? Is a project which seeks, with a responsive and flexible leadership approach, a focus on the opportunities for people in each region to learn from each other, and for initiatives from each region to be built on transferability and resilience.

**WHAT DOES THE PROJECT DO?** The project offers targeted funding allocations to individuals and groups of women to address a particular skills shortage or attend specific capacity building opportunities. Individual women, or groups of women, can access money for training and career design, including travel and accommodation to accomplish this – something they may have always wanted to do. Funding may also be allocated to be active in creating new opportunities or events that may not have been offered to the women of the sugar industry value chain before.

**RESULTS** Ultimately a key goal of the project is to help create **informal, lasting networks of confident, resourceful women, particularly in both the Burdekin and Herbert River regions, and regions further north and south.** These networks will have the capacity to support women who design and improve the delivery of quality economic, social and environmental results for their respective regions. The hallmark of these networks will be diversity, openness to change, and a proactive and inclusive ethic towards all.

Irrespective of current skill levels or starting point, individuals will be supported to develop their own training pathway. This may be towards formal qualifications and skills to improve employment prospects, or to gain confidence to take a role in the industry in an unpaid or representative role.

The project is supported by Herbert River District Cane Growers Organisation Ltd. as auspice body of the grant.

## **2.Objectives:**

This Project seeks to:

1. Build the capacity of 100 women across the sugar cane industry value chain in terms of human and social capital, with particular reference to the Herbert and Burdekin regions of north Queensland

- Capacity of women built in terms of human and social capital. Target: >100 women.
- Which part of the sugar cane industry value chain were women from? Target: Across all areas
- Region that women represent. Target: Herbert and Burdekin regions of North Queensland

2. Increase the profile of women past, present and future, working across all sectors of the sugar industry in those regions

- Increase in the profile of women past, present and future
- Which part of the sugar cane industry value chain were women from? Target: Across all areas
- Region that women represent. Target: Herbert and Burdekin regions of North Queensland

## **3. Methodology**

For the purposes of the WATW Project, the importance of networking and personal relationships is acknowledged, valued and promoted. Also required is a rigorous monitoring system to avoid any drift towards nepotism. Significant effort has gone into designing robust systems for the project that avoids reverting to the traditional hierarchical structure people are often familiar with. This is a critical element of how the project has been put together.

The Project Manager reports to and is guided by a Community Reference Group. This is a panel of industry and community volunteers invited to oversight and mentor Sherry Kaurila during project implementation. Ultimately, however decision making on allocation of time and funds to specific activities rests with Project Manager.

The WATW? Project comes straight from Industry Capacity Building (ICB) course in 2005-2006. Part of the course required the design and delivery – by each participant - of his or her project with would facilitate/enhance change in the sugar industry. Other research projects which were used to build the model for the WATW? Project include:

- Ian Plowman- co-authored with Drs. Jeff Coutts, and Neels Botha – “Herbert Cultural Imprint Analysis: A pathway to greater understanding and co-operation in decision making”. A study of the way in which cultural norms affect outcomes in agriculture, business and daily life in the Herbert region: how we think, how we speak to and about each other, how we treat each other, what our outcomes are – are the result of the imprint that our culture has made upon us. Ten unwanted behaviours were discerned from many interviews, conducted at different times, and in different ways, by different researchers, working independently. Patriarchy, sweeping generalisations, externalising responsibility, minimal communication between sectors, distrust, doing it all, dancing the dance, lifestyle over productivity, and problem-centred thinking as well as several other characteristics were defined and studied, so as to be understood, and ultimately addressed. This even included a short two-act play by one of the women who took part in the WATW? Project – Case Study 3
- Emma Jakku, Project CSE016: “*Sugar communities and resilience to change: Opportunities for enhancing women’s participation in sustainability initiatives*”
- Kylie Webster – 2003 Project BSS235 – “*A Pilot Study to Develop Education with a Focus on Sugar for Women in the Herbert River District*”
- Cathy McGowan – “*Women on Board*” SRDC Project.
- Pini, B. 2003. See 3.1.2 – Results from Baseline Data Review

Other elements of the project include:

- The modelling and support with design of the systems conducted by James Cook University School of Education. This provides another layer of mentoring, networking and oversight to ensure the project is a rigorous, replicable new model for implementing effective support on the ground and not simply the absence of a hierarchy.
- Drawing on learnings and recommendations from past SRDC and other projects. These included, but were not limited to



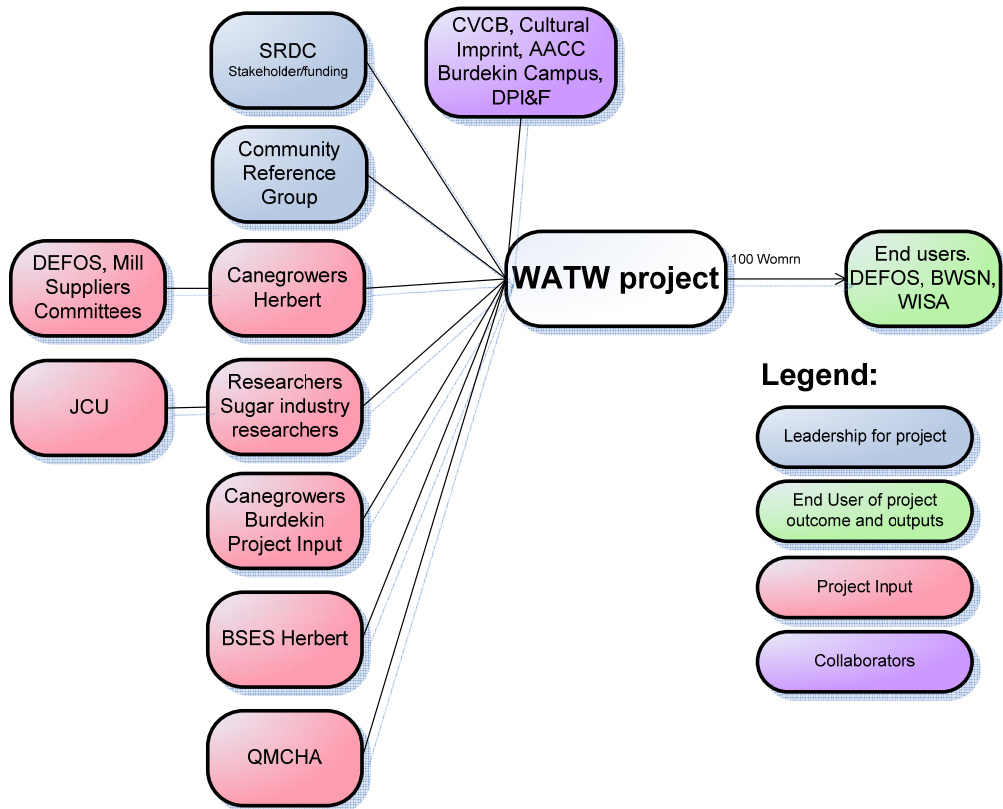
*Webster, K. 2003. Project BSS235. "A Pilot Study to Develop Education with a Focus on Sugar for Women in the Herbert River District"*

*Hildebrand, C. 2003. Report of the Independent Assessment of the Australian Sugar Industry (The Hildebrand Report)*

*Pini, B. 2002. Gender: Change and Resistance; Men's Response to Women's Networks in the Australian Sugar Industry*

- Input from local industry stakeholders to identify industry and customer requirements of the project and to assist with developing programs that will benefit local employers.
- The early identification of collaborators to the project to provide fast tracked capacity to the project.
- Building on existing systems of business, networking and research available to the sugar industry to promote opportunities offered through the project, for example Australian Agricultural College Corporation (Burdekin Campus), via Campus Manager, Robyn O'Sullivan, and James Cook University Education Faculty Program (AICD) and Dr J Balatti, Mentoring Coach

Figure 3.0 WATW Project Stakeholder Map



### Stakeholder Input and Participation, End Users

There were several stakeholders and end users, both individuals and groups.

#### Leadership for the Project was provided by:

- Sugar Research and Development Corporation (SRDC) as Project Funder
- Project Manager
- Community Reference Group, as guide, advisor to Project Manager(PM)

#### Collaborators of the Project were:

- Cultural Imprint Study (Dr Ian Plowman) and the study of sugar industry archetypes, Observer, Mentor
- Burdekin Campus Australian Agricultural College Corporation, through Campus Manager Robyn O’Sullivan, formerly Sugar Executive Officer, Burdekin region
- Department of Primary Industries and Fisheries(DPI&F), through Avril Robinson, Rural Coordinator, FEAT consultant, Townsville and Burdekin
- Karyn Bliesner, Playwright, and Environmental (Water) Engineer

- Cooperative Venture for Capacity Building (CVCB) and the Mentoring Fast Track Program, which included the Project Manager as participant. On the Fast Track - *bringing capacity building research and practice together*.  
*On the Fast Track* was a project designed to build the skills of people involved in capacity building activities. The project took an action research approach where participants worked with mentors and learned from the experiences of each other to apply capacity building principles to their own programs. Integral to this is using the principles developed in CVCB research projects (see CVCB factsheets at <http://www.rirdc.gov.au/capacitybuilding/reports.html> ).

**Project Input was provided by:**

- Canegrowers Herbert – as auspice entity for the CGH001 Project grant, as well as in-kind support for accounting for the Project.
- Canegrowers Burdekin, Project support, especially for the Innovation Showcases one and two.
- CSR Sugar provided sponsorship for all three of the Showcase events, and provided in-kind support for women on CSR staff to attend, and take part in the program.
- Hinchinbrook Shire Council provided support for Showcases, including money and in-kind support.
- ANZ Bank Ingham provided sponsorship and large amounts of in-kind work for the Showcase, including their staff in the networking and engagement process.
- ANZ Bank Burdekin provided sponsorship and in-kind for two of the Showcases, and contributed to the successful November 2005 Event, *Women as Winners* .
- Researchers, as well as sugar industry researchers. See 3.1.2 - Results from Baseline Data Review.
- BSES Herbert – support for DEFOS, provision of several grower/industry information and training opportunities.
- Queensland Mechanical Cane Harvesters Association (QMCHA) provided input and support for the Harvest Haulout Pilot.
- James Cook University School of Education, through Dr Josephine Balatti, who assisted with survey design, and project flow.
- James Cook University School of Business, as venue and support for AICD participants.

**Project End Users included:**

- Burdekin Women’s Sugar Network (The Network) – PM attended several meetings in Ayr, Farm Tour, networking and supported their Strategic Planning Day.
- DEFOS (now WISH – Women in Sugar Herbert) – attended several meetings, formed alliances, and networking.
- Women in Sugar Australia – WISA.
- Women in Case Studies – funded study and travel.
- Seagals – high level mentoring and feedback lunch meetings - women from all agri-business, politics, banking, transport and education sectors – meet at Seagulls Restaurant in Townsville mostly, hence the name.
- People who attended Innovation Showcases.
- Collaboration with end users is by attending meetings together, newsletter, and e-mail discussion and contact.



*Meeting of Seagals, Townsville*

### ***Systems integration***

Rather than developing new opportunities the WATW? Project utilised and built on existing systems of business, networking and research to meet objectives.

In some cases existing programs required review/renewal/tailoring to provide effective solutions for participants.

Business systems utilised included media releases, targeting newsletters profiling groups and individual women through stakeholder groups, using existing business training providers to upskill participants.

Knowledge of the formal and informal networks existing in the sugar industry and how these networks function was fundamental to communicating objectives of the Project, gaining input from stakeholder groups, promoting events and raising the profile of Women in Sugar.

.

### **3.1 Methods used to Evaluate Success in Delivery of Outputs and Outcomes.**

The methodology for the WATW? Project has been developed to deliver the project objectives and outcomes as set out in Section 2.0. The methodology will be discussed separately for *Objective 1: Human Capital Capacity* and *Objective 2: Increasing the profile of Women in the Sugar Industry*.

The methodology states the preferred project approach used to analyse data and information to formulate:

- Baseline conditions. Where possible, identify and measure baselines for each objective to gain an understanding of where the significant areas to invest resources lie and to enable comparison with measurable change for the project.
- Outputs. Following analysis of baseline conditions, identify the most effective types of outputs to develop for the project. Develop a measuring system for outputs of each Objective.
- Outcomes. Develop evaluation systems to measure the effectiveness of the project on delivering objectives, specifically to demonstrate impact, learnings and additional outcomes of the project.

### **Objective 1: Human Capital Capacity**

Outputs to be measured:

- Capacity of women built in terms of human and social capital. Target: >100 women.
- Which part of the sugar cane industry value chain were women from? Target: Across all areas
- Region that women represent. Target: Herbert and Burdekin regions of North Queensland

Definitions:

- Human capital includes leadership, self-confidence, communication, and negotiation skills
- Social capital includes supporting existing groups, mentoring, networking, and working with influence
- Value chain includes input suppliers, research and development, extension, growing, harvesting, transport, milling, storage/ sales, value-adding, and the wider sugar-towns community

In developing a baseline of Human Capital Capacity within the target groups, data was assessed prior to identifying new learning experiences to target. The approach used when differentiating the baseline data was to measure capacity building experiences in three broad categories:

- **“Reach a Lot of People”**, Low intensity of content eg, newsletters, media releases, promotional events
- **“Moderate reach, moderate content”**, Medium intensity of content, eg industry field trips, course and networking opportunities.
- **“Low reach, high value content”**, High intensity of content, eg executive leadership, mentoring and communication training, executive level networking experiences.

Table 3.0 Baseline Data Collection Matrix: Human Capital Capacity

Target	Target Age Bracket	Region and Value Chain	Data and information	What to measure
<p><b>“Reach a Lot of People”</b> L. Low intensity of content Target: High number of people impacted: &gt;300</p>	18-70	<p>Region: Mackay - Mossman</p> <p>Value Chain: All Areas</p>	<p>Surveys Feedback from industry professionals – SEO (Federal) and SRO (State) Govts SeaGals Professional Women’s Network Previous SRDC reports and projects.</p>	<p>Number of people. Impact on human and social capital. Region</p>
<p><b>“Moderate reach, moderate content”</b> M. Medium intensity of content, Target: Medium number of people impacted &lt;100</p>	20-50		<p>Surveys DEFOS and Burdekin women in sugar network meetings. Previous SRDC reports and projects. Industry research.</p>	<p>Number of people. Impact on human and social capital. Value chain represented Region</p>
<p><b>“Low reach, high value content”</b> H. High intensity of content Target:Low number of people impacted :&lt;50</p>	25-50		<p>Surveys Previous SRDC reports and projects. Industry research.</p>	<p>Number of people. Impact on human and social capital. Value chain represented Region</p>

### 3.1.2 Results from Baseline Data Review: Human Capital Capacity

**Baseline Surveys:** The Baseline Surveys for “Women on the Farm - Herbert” and “Women on the Farm – Burdekin” have been included as Attachment 1 and Attachment 2 to this report.

#### **Past SRDC Projects and SRDC Contacts.**

- O’Connor, M. 2006. *Leadership is Women’s Business*. Presentation to the *Women, Management and Employment Relations Conference*. The message of this presentation is that time hasn’t delivered the desired outcomes: ensure women have an influence and a positive effect on productivity and bottom line performance. Companies need to be supported to find ways to encourage women’s participation
- Pini, B. and McDonald, P., 2004. *Gender Change and Resistance: Men’s Response to Women’s Networks in the Australian Sugar Industry*. QUT Press. This study demonstrated the behaviours of men who felt threatened by the appearance of women in roles other than of home duties and carer for others - and their use of paternalistic structures to express this
- Pini, B. 2007. *Managerial Masculinities in the Australian Sugar Industry*. Rural Society Journal
- Plowman, I., 2004. *Herbert Cultural Imprint Analysis: A Pathway to greater understanding and cooperation in decision making*. Co-authored with Drs. Jeff Coutts and Neels Botha. Using a variety of methods and interview styles, by three separate researchers working independently, this Study identified ways that we think, speak and act toward each other, and how our culture – the way we do things - plays a powerful role in decision making.
- Webster, K. 2003. Project BSS235. *A Pilot Study to Develop Education with a Focus on Sugar for Women in the Herbert River District*. This Study was over a few years, and enabled the beginnings and growth of DEFOS, a women in sugar group in the Herbert

**Meeting forums:** Much of the feedback at meetings, conducted both formally, and informally, at every group or industry gathering, even at the local Show. Feedback was encouraged by question and answer, and conversation. Project learnings from participants – former or prospective – was that:



- Learning groups need to be small, and it should be with at least one or two friends; *‘a room full of strangers makes me nervous and I can’t take anything in’*
- You learn more when you are with friends, doing something you enjoy. All respondents, both in the Herbert and in the Burdekin said they liked to ‘get away’ to other areas for fact finding and study trips
- You learn more when you can ‘trust’ the presenter, or at least identify with him or her

Women said they learned from mentoring, with both female and male mentors, and that they were familiar with this form of teaching and guidance, even if was not always named ‘mentoring’.

Bus trips, farm tours, mentoring, confidence building, skills recognition and Showcase days were chosen as result areas for the Project, and as methods of engagement, partly because of Kylie Webster’s work in 2003.

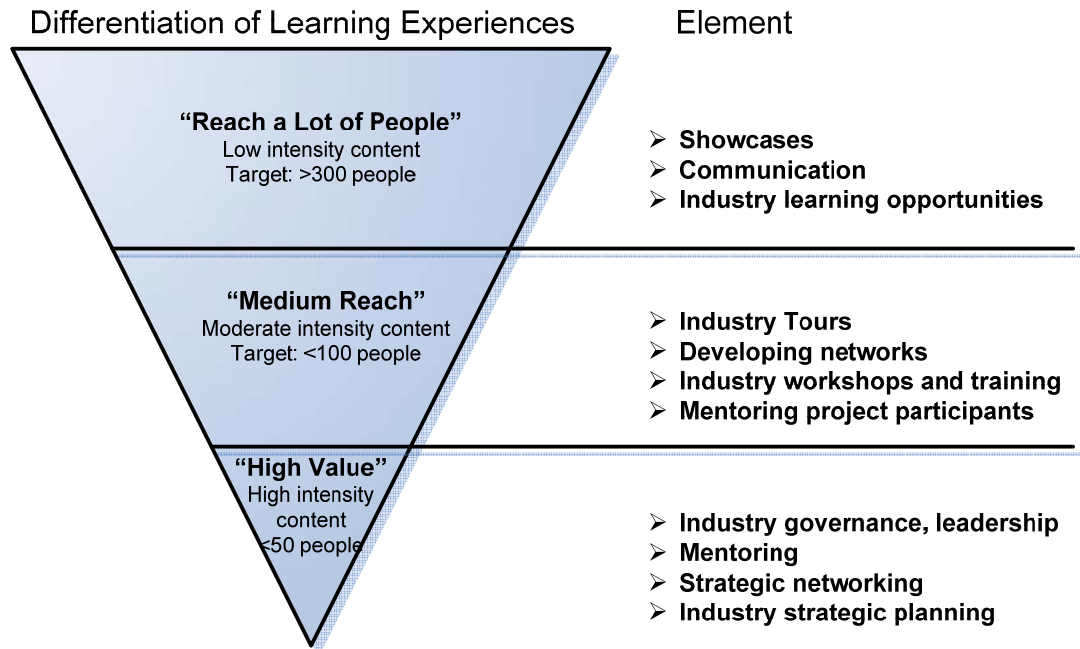
Barbara Pini’s work from just the year before made the recommendation to “keep it light, encouraging team work and social interaction”, partly to avoid possible undermining from male members of households and organisations.

The previous studies showed that women like to be together when they are learning, because networking -and learning how to do it - is satisfying a need in women to share information, and because women learn best from people they know and trust.

Change in the sugar industry has been feared for a long time. Trust and even friendship need to develop before any new information will be absorbed on any scale, especially if it can be learned in a group environment, where people network, and have fun together. Women in DEFOS and The Burdekin Women in Sugar Network responded that they enjoyed going places, and learning together. They also said that their husbands were more receptive to this method of learning *for their wives*, and so most encouraged it.

The baseline review, along with collaboration with end users and other stakeholders, assisted with the identification of elements to be formed into tangible outcomes for the project.

Figure 3.0 Approach to Differentiating Outputs and Outcomes of Human Capital Capacity  
(following Baseline Assessment)



### 3.2 Methods used to evaluate success in delivery of outputs and outcomes.

As summarised in Table 3.1, the success in delivery of outputs and outcomes for the project were measured in terms of Impact, Learning and Implication in Research and Development

*Table 3.1 Methodology for Assessment of Learning Experience through each stage of the project.*

	<b>Outcomes</b>	<b>Outputs</b>
Impact	Participants training records, participant evaluation, survey, interviews, Case studies	Participant evaluation, interviews and case studies. Media scans
Learning	Participants training records, participant evaluation, survey, interviews, case studies	Participant evaluation, interviews and case studies
Implication in R&D		Participant evaluation, interviews and case studies Reports, DEFOS, BWS Network Strategic Plan, Formation/Minutes WISA

*Table 3.2 Description of the Different Assessments*

<b>Assessment Type</b>	<b>Description</b>	<b>What to Measure</b>
Participant Training records		Number of events, training opportunities Number of participants Type of training: human and social Age range of participants Region
Participant evaluation	Participant evaluation has been used to evaluate “how effective were events, courses, items in influencing human and social capacity?”	Effectiveness of the event or training to enhance Human capital capacity  Refer Table3.3.

Assessment Type	Description	What to Measure
	<p>Activities, courses and programs were divided into four categories for human capital</p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Self confidence</li> <li>• Communication</li> <li>• Networking</li> </ul> <p>And four categories for Social Capital:</p> <ul style="list-style-type: none"> <li>• Supporting existing groups</li> <li>• Mentoring</li> <li>• Networking</li> <li>• Working with influence</li> </ul>	<p>Jobs applied for since attending event/training opportunity.</p>
<p>Interviews and Case studies</p>	<p>Interviews were conducted with a range of participants, to gain feedback on project outcomes and outputs with regards to human capital capacity and also feedback on the potential that the item could lead to an enhancement of the profile of women in sugar.</p> <p>Interviews were conducted by the Project Manager.</p> <p>Set up: 45 mins in length, 8 questions, face to face - one on one. A list prompt questions for the interviews is contained in Appendix 1.</p>	<p>Output: evaluation in terms of knowledge, skills, processes, practices, products and technology developed</p> <p>Outcomes: Impact, learning and implication for R&amp;D</p> <p>Jobs applied for since attending event/training opportunity.</p> <p>Jobs attained since attending event/training opportunity.</p>

Assessment Type	Description	What to Measure
	<p>A total of 25 interviews were conducted, with 15 of these interviews chosen to be written up as “Case Studies” supporting program outputs and outcomes.</p> <p>Attachment 3 contains summary of Case Studies.</p>	
Media scans	Articles relating to Women in Sugar especially articles where women have attained leadership roles in the Sugar Industry or employment in a new area of the industry.	Number of articles relating to the employment of Women in the Sugar industry.

*Table 3.3 Training or Event Evaluation – Measuring the Effectiveness of the Event or Training Attended*

Human or Social Capital Dimension	How Effective the Event or Training was at Delivering Human or Social Capital Outcomes		
	Low/not applicable	Medium	High
Leadership	Limited or no focus on leadership	Provided some development for leadership.	High degree of development for leadership or high exposure to leadership principles.
Self Confidence	Limited or no impact on self confidence.	Provided some development of self confidence.	High degree of development for self confidence.
Communication	Limited or no impact on communication	Provided some development for communication.	High degree of development for communication or high exposure to

Human or Social Capital Dimension	How Effective the Event or Training was at Delivering Human or Social Capital Outcomes		
	Low/not applicable	Medium	High
			communication principles.
Negotiation skills	Limited or no impact on negotiation skills	Provided some development for negotiation skills.	High degree of development for negotiation skills or high exposure to negotiation principles.
Supporting existing groups	Limited or no impact on supporting existing groups	Provided some support for existing groups.	Primary focus or high degree of support of existing groups
Mentoring	Limited or no impact on mentoring	Provided some development for mentoring.	High degree of development for mentoring or high exposure to mentoring principles.
Networking	Limited or no impact on networking	Provided some opportunities for networking.	Primary focus or highly value networking opportunity provided.
Working with influence	Limited or no impact on working with influence.	Provided some development for working with influence.	High degree of development for working with influence or high exposure to working with influence principles.

## Case Study Overview

Case studies have been used to form conclusions as to the value and impact that the WATW? Project has had with participants.

- 25 women responded to phone or in person interview requests and all were extremely cooperative, and wanted to be of assistance in offering their input.
- 15 Case Studies were chosen, representing an age range from 35 to sixty years, with an average age of 45 years.
- Regions represented: Herbert, Burdekin, Mossman, Mackay, Townsville and Tully regions.
- Length of time that participants have been involved with the sugarcane industry ranged from four years to 48 years, with an average of 15 years
- Occupations and value chain segment represented: Sugar cane growers, harvesters, millers, allied industries such as water resources, land care and catchment management, and transportation
- 5 case studies were chosen to demonstrate Human Capital. earnings, skills, gaining personal confidence, public speaking, leadership, company directors, practical skills such as haulout tractor driving, event management.
- 5 case studies were chosen to demonstrate Social Capital. Teaching and learning about the signs and symptoms of mental ill health, mentoring each other, organising bus trips for wider industry participants, staging the WISA Conference, attending the QRWN Conference, SRDC Board membership, Tully Mill Directorship
- 5 case studies were chosen to demonstrate project outcomes.

### 3.2 Objective 2: Raise the Profile of Women

Outputs to be measured:

- |   |
|---|
| <ul style="list-style-type: none"><li>• Increase in the profile of women past, present and future</li><li>• Which part of the sugar cane industry value chain were women from? Target: Across all areas</li><li>• Region that women represent. Target: Herbert and Burdekin regions of North Queensland</li></ul> |
|---|
- Profile includes: women attaining leadership positions in the sugar industry and media coverage of the achievement of groups of women or individuals.

- Value chain includes input suppliers, research and development, extension, growing, harvesting, transport, milling, storage/ sales, value-adding, and the wider sugar-towns community

In developing a baseline of the profile of women within the target groups, data was assessed prior to identifying new learning experiences to target. A low to non-existent profile of women was found in the media review conducted, and also a scarcity of women in leadership roles. Exceptions to this finding include, but are not limited to:

- Veronica Lizzio, Director, Tully Sugar Mill Board
- Caroline Coppo, Herbert Sugar Executive Officer, SRDC Board Member
- Terri Buono, Burdekin Sugar Executive Officer
- Maryann Salvetti, Mossman Sugar
- Sonya Maley, RESIS Australia

The strategy developed to raise the profile of women as part of this project involved:

- Media releases to local newspapers
- Newsletters to stakeholder groups, including articles providing the achievement of groups of women and of individuals.
- Profile building outcomes integrated into Sugar Industry events
- Providing training and/or mentoring opportunities which then enable women to have a greater chance of success in gaining leadership positions.

The methodology to evaluate outputs and outcomes from this strategy includes measuring the outputs contained in Table 3.4.

*Table 3.4. Raising the Profile of Women in Sugar – Measuring Impact*

<b>Type</b>	<b>Output</b>
Newletters – WATW?	Number of newsletters published
Media releases - WATW?	Number of media releases
Media other	Number of radio interviews
Events – WATW? Showcases	Number of people in attendance. Number of women profiled.
Training/mentoring	Number of people attending training to increase opportunity to gain leadership positions in the Sugar Industry. Number of people undergoing formal mentoring as part of the project.



#### 4. Outputs:

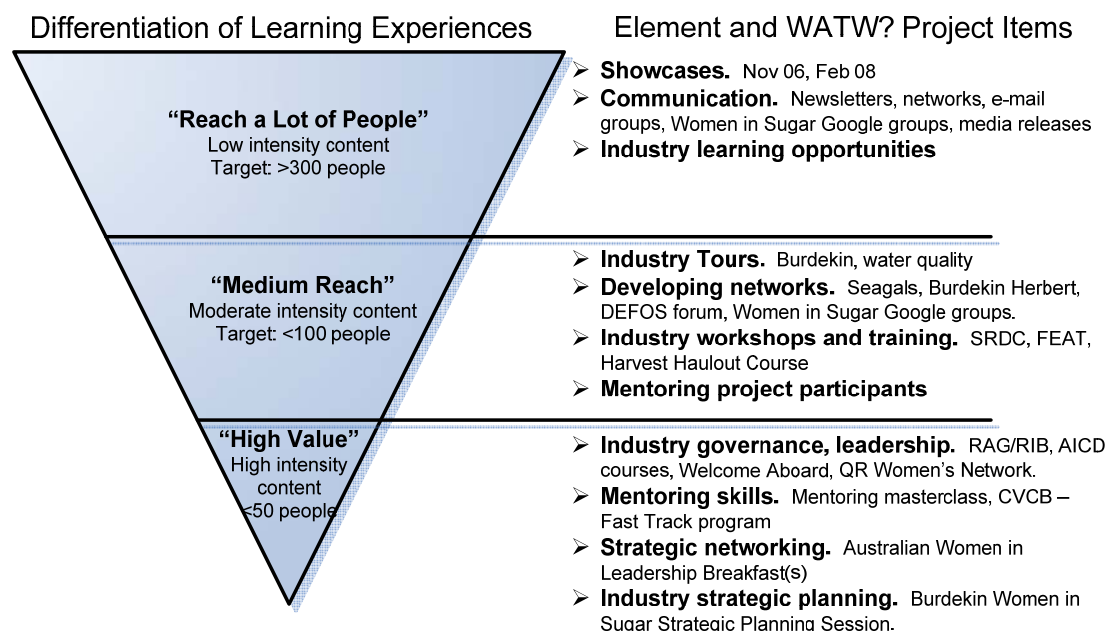


Table 4.0 WATW? Project – Items that Women participated in

Element	Item	Description and Purpose Including: Why item was incorporated, input and feedback from stakeholders, strategies, implementation/adoption strategies	# of people in attendance or impacted (# of women in attendance or impacted)
Showcases	Women as Winners, Nov 2005, Here Come the Women! Nov 06.	WAW Showcase presented three women, one from each level of government, as well as Winning Women from everyday life (9) WATW? Nov 2006 Showcased three innovators by interview, and 9 sugar industry women by profile. Both events 250 – 290 attendees	>300 (290)
	Here come the Women! Feb 08.	<i>Celebration event highlighted innovation and achievement by women in sugar towns. Interviews x 3, and Profiles x 9 were highlights of a day of showcases, networking</i>	>300 (280)

<b>Element</b>	<b>Item</b>	<b>Description and Purpose</b> Including: Why item was incorporated, input and feedback from stakeholders, strategies, implementation/adoption strategies	<b># of people in attendance or impacted (# of women in attendance or impacted)</b>
Communication	Newsletters	4 newsletters	Reached approx 200 on address list
	Networks		
	E-mail groups	Consistent and regular e-mail contact with e-mail network	150 approximately
	Women in Sugar Google Groups	Began with this in early 2007 – online opinion and information for all women everywhere in sugar industry	60-70
Industry learning	BSES Courses	Workshops, Field Days, and information sessions	50-60
Industry Tours	Burdekin Farm Tour	Bus tour of Cropping, intensive agriculture, Ag. College, and transport solutions – Upper Burdekin valley; women from both Herbert and Burdekin attended, set up by Burdekin Women's Sugar Network	20
Developing networks	Seagals, Burdekin and Herbert Women in Sugar groups, DEFOS Forums March each year, Women in Sugar Google Groups	Seagals is an informal gathering, three times a year, of business, professional, banking, education, politics and transport women- for mutual mentoring and support, with lunch	15
Industry workshops and training	Harvest Haulout course	Specific, women friendly training on heavy harvest machinery, employers recruited simultaneously, to provide support and encouragement for 'their' trainee throughout	12
	Water Quality Monitoring Tour, Herbert region	Participants travelled by bus to various sites throughout the region, and visited the farmhouse where the farmers all came to complete their own water testing and monitoring, learning to be independent and self managed	3
Mentoring Project	CVCB Fast Track Project	Co-operative Venture for Capacity Building, two x two	4

<b>Element</b>	<b>Item</b>	<b>Description and Purpose</b> Including: Why item was incorporated, input and feedback from stakeholders, strategies, implementation/adoption strategies	<b># of people in attendance or impacted (# of women in attendance or impacted)</b>
Participants		day trainings, Brisbane, and Sydney. Participants are matched with experienced mentors, and assist with each other's projects	
Industry governance and leadership	RAG/RIB AICD Courses Welcome Aboard Qld Rural Women's Network	Regional Advisory Group will soon be disbanded after Sugar Industry Reform Program runs out. RIB (Regional Industry Board) is the natural progression from there – in the Herbert. Sugar Executive Officer (Case Study 1) plays a key role here AICD Directors Essentials – Cairns (3 women) AICD Company Directors' Course – Townsville (5 women) QRWN Conference (2 women)	3
Mentoring skills	Mentoring Master Class, Townsville	Half day Master Class with JCU Mentoring coach, Dr Jo Balatti	8
Strategic networking	Australian Women in Leadership Breakfasts – Townsville	Guest speakers and , Inspired topics, women in business, agriculture and politics x 3 events per year	4
Industry strategic planning	Burdekin Sugar Women's Network	Strategic Planning Day, supported by WATW? Project	12



Field Trip with Burdekin women in sugar Network



Some Training In Communities participants



Burdekin Women in Sugar Network members at the WISA Conference, March 6, 2008



Sugar Shakers meet at Burdekin AACC August 29,2007



Sugar Shakers meet, Townsville June 2006



Mentoring Master Class Oct 8, 2007



Learning to Use FEAT (Farm Economic Analysis Tool)

*Table 4.1 Assessing the effectiveness of WATW? Project Elements against Human and Social Capital Dimensions*

Element	Human and Social Capital Dimensions							
	Leadership	Self Confidence	Communication	Negotiation skills	Supporting existing groups	Mentoring	Networking	Working with influence
Showcases	H	H	H	N/A	M	M	H	H
Communication	M	H	H	H	H	L	H	H
Industry learning	M	H	M	N/A	H	M	H	H
Industry Tours	M	H	H	M	H	H	H	M
Developing networks	H	H	H	M	N/A	H	H	H
Industry workshops and training	M	M	M	N/A	L	M	H	M
Mentoring Project Participants	M	H	M	H	N/A	H	H	M
Industry governance and leadership	H	H	M	H	N/A	H	M	H
Mentoring skills	H	H	M	M	M	H	M	M
Strategic networking	H	H	M	N/A	N/A	H	H	H
Industry strategic planning	H	H	M	M	H	M	M	H

Legend: H = Highly effective, M=medium effectiveness, L=Low effectiveness, N/A= Not Applicable.



Jobs women have attained since attending event/training opportunity:

- 9 women in the Burdekin found employment after TIC
- Harvest Haulout Pilot course, 3 cohorts, nineteen women, six working in the sugar industry now, as train driver, haulout drivers, and mill workers

**Conclusions drawn from the 15 Case Studies examined in detail include:**

- The WATW? Project has had an impact on all of the those interviewed, some more than others. All but 4 of the women said they had applied for, or were considering applying for, new roles since their own supported training, or exposure to the Sugar Shakers, Innovation Showcases, and training opportunities. 7 had been successful.
- Realisations ranged from personal observations, to learnings about the sugar industry and its structure and working.
- Further work was suggested including:
  - Collating all the current and previous work into one readable accessible format for industry use and guidance;
  - Supported, ongoing scholarships for women to enter the industry and leadership roles;
  - Training to be targeted at levels of confidence and presentation for women; and training and education to be inclusive of men as well.

Participant Case Studies have been used to form conclusions as to the value and impact that the WATW? Case studies demonstrate that WATW? Project has made a personal difference for individuals in the area of project outputs through:

- Increased knowledge of the industry - Case Studies 1-8, 11 and 13
- Increased skills and confidence such as public speaking, event coordination, running for office, nominating for an award – Case Studies 1, 3, 5,6, and 10-13, 15
- Improved practices are demonstrated by the increased confidence in Women in Sugar Australia – Case Studies 13, 14, and Burdekin Women in Sugar Network – Case Studies 11 and 13
- New products and technology are illustrated by outputs such as the Shaking News Newsletter – Case Study 1, and the Women In Sugar e-network WISE-network– Case Studies 3, 10 and Project Manager. Mentoring Master Class – Case Studies 3,4, 11 and Project Manager. This is also demonstrated by the Innovation Showcases November 2005, November 2006, and February 2008 – Case Studies 1 to 15

*Table 4.2 Outputs from Raising the Profile of Women in the WATW? Project*

<b>Type</b>	<b>Output</b>
Newsletters – WATW?	4 newsletters published
Media releases - WATW?	11 media releases
Media other	5 Radio interviews
Events – WATW? showcases	>200 people in attendance in each event.  25 Profile interviews with women
Training/mentoring	35 people attended/attending training to increase opportunity to gain leadership positions in the Sugar Industry.  10 people undergoing formal mentoring as part of the project.

**5. Intellectual Property:**

Nil applicable for this project.

**6. Environmental and Social Impacts:**

- Environmental impacts: Nil
- Social Impacts: As the objective of the project is about creating opportunities for fundamental social change in the sugar industry, no further discussion has been included in this section

**7. Expected Outcomes:**

Participant Case Studies have been used to form conclusions as to the value and impact that the WATW? Case studies demonstrate that WATW? Project has made a personal difference for individuals in the area of project outcomes through:

- Board membership of SRDC (Case Study 1),
- Tully Mill Directorship (Case Study 5),
- Queensland Food and Fibre Agribusiness Council appointment (PM)
- Council elections candidacy (Case Study 13)
- Five AICD graduates – Case Studies 1, 5, 10 and Project Manager

- Welcome Aboard Training – Case Studies 3, 5, 8, 11, 13
- Women in Sugar Awards (Herbert) 2006, 2007
- Women in Sugar e-network, Australia-wide

## 8. Future Research Needs:

Future research needs have been incorporated within Section 9. Recommendations.

## 9. Recommendations:

#	Recommendation	Possible further steps
9.1	<i>Create a formalised mentoring program for Women in Sugar.</i> The success for projects, and their effectiveness into the future, depends on continuity. Discrete or ephemeral funding, while welcome at the time, can leave behind something of a vacuum when the project or event is over. Mentoring is a result of the project, and its impact will be best felt if there are ways to keep the mentoring going	<p>Source a stakeholder to own the program long term.</p> <p>Use learnings from the WATW? project to set up mentoring program, for women and men, as part of doing business in the sugar industry</p> <p>Set criteria to target participants and limit number of participants each year for maximum effectiveness. (eg 10 mentees annually)</p>
9.2	<i>Maintain media coverage of women in sugar.</i> The WATW? Project has identified that an increase in media for women in sugar is possible, when a resource is allocated to covering events, conducting interviews and developing media releases.	<p>Identify suitable media officers within stakeholder groups.</p> <p>Build on learnings, networks and contacts developed through the WATW? project to deliver media coverage.</p> <p>Include media coverage in future SRDC projects</p>
9.3	<i>SRDC Project to collate/integrate/coordinate all SRDC Capacity Building projects to date</i>	Look for patterns, synergies, make recommendations

#	Recommendation	Possible further steps
	<p>Readers and potential researchers, as well as funders, need to know everything which has been done before, and be able to access it</p>	<p>This should be in user friendly format, so that anyone can read it and see by words, pictures, graphs, pie charts, what has been delivered, and results, if measurable at this stage</p> <p>This living document would have timelines, initiatives would be graded for effectiveness and impact, and be reader- friendly .</p>
9.4	<p><i>SRDC, indeed all industry funders, to build in a component of research/ scientific writing, to all projects</i></p> <p>Researchers who don't have such skills need to be funded to rapidly acquire them, right at the start of their project</p>	<p>A Report Writing or Science Report Writing intensive 2-day course at the start of each Project. Level of current skills of researcher taken into account, of course</p> <p>This skill or lack of it, can mar the enjoyment, the effectiveness of the whole project, and results could be affected</p>

## 10. List of Publications

- Jakku, E. Project CSE016: “*Sugar communities and resilience to change: Opportunities for enhancing women’s participation in sustainability initiatives*”
- Hildebrand, C. 2003. *Report of the Independent Assessment of the Australian Sugar Industry (The Hildebrand Report)*
- McGowan, C. 2007 – “*Women on Board*” SRDC Project.
- O’Connor, M. 2006. *Leadership is Women’s Business*. Presentation to the Women, Management and Employment Relations Conference.
- Pini, B. 2002. *Gender: Change and Resistance; Men’s Response to Women’s*
- Pini, B. and McDonald, P., 2004, QUT Press. *Gender Change and Resistance: Men’s Response to Women’s Networks in the Australian Sugar Industry*.
- Pini, B. 2007, Rural Society Journal, *Managerial Masculinities in the Australian Sugar Industry*.
- Plowman, I. 2004-5 Co-authored with Drs. Jeff Coutts, and Neels Botha – “*Herbert Cultural Imprint Analysis: A pathway to greater understanding and co-operation in decision making*”.
- Webster, K. 2003. Project BSS235 – “*A Pilot Study to Develop Education with a Focus on Sugar for Women in the Herbert River District*” *Networks in the Australian Sugar Industry*

## **APPENDIX 1 - Approach to Case Studies.**

### **List of prompt questions:**

- *What is your current role in the sugar industry/sugar town?*
- *What is your perception of the sugar industry formerly/now/the future?*
- *What training or events did you take part in?*
- *What were the results for you?*
- *What are your next steps?*
- *Do you have advice for the sugar industry research and development?*

### **Framework of Case Study Reports:**

- **Case Study participant**
  - *Name:*
  - *Occupation:*
  - *Region:*
- **Impact.**
  - *Can you tell about the impact that the WATW project has had?*
  - *Have you considered applying for, or applied for, new roles since taking part in the Where are The Women`Project?*
  - *Have you been successful in attaining new jobs or new roles?*
- **Learning**
  - *I`ve realised that*
- **Implications for Research and Development**
  - *For the future, what further work do you think needs to be done?*